

UNITED STATES OF AMERICA  
POSTAL REGULATORY COMMISSION  
WASHINGTON, D.C. 20268-0001

Annual Compliance Report, 2019

Docket No. ACR2019

CHAIRMAN'S INFORMATION REQUEST NO. 7

(Issued January 27, 2020)

To clarify the Postal Service's FY 2019 Annual Performance Report (*FY 2019 Report*) and FY 2020 Annual Performance Plan (*FY 2020 Plan*),<sup>1</sup> the Postal Service is requested to provide written responses to the following requests. Answers should be provided to individual requests as soon as they are developed, but no later than February 3, 2020.

**Strategic Initiatives**

1. The *FY 2019 Report* lists the Postal Service's FY 2019 and FY 2020 strategic initiatives. *FY 2019 Annual Report* at 36-37. The Postal Service states, "[e]ach strategic initiative has a specific set of measures to track performance aligned to optimize short-term performance and build long-term capabilities." *Id.* at 36.
  - a. Please explain how the strategic initiatives relate to the Postal Service's performance goals and performance indicators.<sup>2</sup>
  - b. In Docket No. ACR2018, the Postal Service provided performance measures and targets for FY 2019 strategic initiatives. *FY 2019 Annual*

---

<sup>1</sup> The *FY 2019 Report* and *FY 2020 Plan* are included in the Postal Service's FY 2019 *Annual Report to Congress*, which the Postal Service filed with the FY 2019 *Annual Compliance Report*. See *United States Postal Service FY 2019 Annual Report to Congress*, Library Reference USPS-FY19-17, December 27, 2019 (*FY 2019 Annual Report*).

<sup>2</sup> See Docket No. ACR2018, Library Reference USPS-FY18-NP33, January 28, 2019.

*Report* at 36. Please provide FY 2019 results for each strategic initiative performance measure.

- c. Please provide a public description of each FY 2020 strategic initiative.
- d. Please provide the performance measures the Postal Service will use to track performance of strategic initiatives in FY 2020. Please include FY 2020 targets, if applicable.

### **Excellent Customer Experiences**

- 2. The Customer Effort Score (CES) is “a retention or loyalty indicator that measures how easy it is to conduct a transaction.”<sup>3</sup>
  - a. Please explain whether the Postal Service uses the CES to measure customer experiences. In the response, please identify the CES question(s) on the applicable survey(s).
  - b. If the Postal Service does not use the CES to measure customer experiences, please explain whether the Postal Service has considered doing so and the reasons for not using the CES to measure customer experiences.
- 3. The Net Promoter Score (NPS) asks customers to evaluate how likely they are to recommend a company to a friend on a scale of 0 to 10.<sup>4</sup>
  - a. Please explain whether the Postal Service uses the NPS to measure customer experiences. In the response, please identify the NPS question(s) on the applicable survey(s).
  - b. If the Postal Service does not use the NPS to measure customer experiences, please explain whether the Postal Service has considered

---

<sup>3</sup> United States Postal Service Office of Inspector General, “Postal Customer Satisfaction: A Primer of Four Surveys,” RARC-WP-17-010, August 28, 2017, at 7. For example, a CES question may ask “to what extent do you agree or disagree with the following statement: The company made it easy for me to handle my issue?,” on a scale of 1-7.

<sup>4</sup> *Id.* For example, an NPS question may ask, “how likely is it that you would recommend an organization, product, or service to a friend?”

doing so and the reasons for not using the NPS to measure customer experiences.

4. Some companies analyze social media platforms to evaluate feedback and sentiment from customers expressed on social media.
  - a. Please explain whether the Postal Service analyzes social media platforms to evaluate customer experiences. In the response, please explain the process for doing so and describe the metrics and performance measures used.
  - b. If the Postal Service does not analyze social media platforms to measure customer experiences, please explain whether the Postal Service has considered doing so and the reasons for not analyzing social media platforms to measure customer experiences.

#### **A Safe Workplace and Engaged Workforce**

5. Please provide supporting workpapers showing how the Total Accident Rate results were calculated for fiscal years (FYs) 2016 through 2019. The response should contain a similar level of detail as the response provided in Docket No. ACR2018.<sup>5</sup> If the numbers provided in the response differ from the numbers in the *FY 2019 Annual Report*, please explain why.
6. Aside from the Safety Intervention and Recognition program, please explain why the total number of accidents decreased between FY 2018 and FY 2019. See *FY 2019 Annual Report* at 27.
7. Please provide the number of motor vehicle and non-motor vehicle accidents for FYs 2016 through 2019. If the numbers provided in the response differ from the numbers in the *FY 2019 Annual Report*, please explain why.

---

<sup>5</sup> Docket No. ACR2018, Responses of the United States Postal Service to Questions 1-9 of Chairman's Information Request No. 13, February 21, 2019, question 5.

8. In Docket No. ACR2018, the Postal Service described a new Professional Driving Academy with a target implementation date of FY 2019, Quarter 4.<sup>6</sup> Please describe the implementation of the Professional Driving Academy and discuss any impact it has had on preventing or reducing the number of motor vehicle accidents in FY 2019.
9. Please explain how implementing automated quality safety observations helped prevent accidents in FY 2019. *See FY 2019 Annual Report at 27.*
10. The Postal Service measures employee engagement using the Postal Pulse survey and evaluates progress using the Survey Response Rate. *Id.*
  - a. Please provide a copy of the Postal Pulse survey.
  - b. Please explain how the Postal Pulse survey was administered during FY 2019 (e.g., on site, on-the-clock implementation). In the response, please specify how often the survey was administered and whether the surveys were distributed by mail, email, or both.
  - c. Please describe the methodology for calculating the Survey Response Rate. In the response, please provide for FY 2019 the number of surveys sent and the adjusted number of employees who responded to the survey.<sup>7</sup>
  - d. Please provide a table listing the FY 2019 Postal Pulse survey Grand Mean Engagement Score, as well as FY 2019 mean scores for each item on the survey (including Item 0 on overall satisfaction).
11. The *FY 2019 Annual Report* states that the Postal Pulse survey included a direct response comment box asking employees what one action they believe would improve their work environment. *FY 2019 Annual Report at 28.*

---

<sup>6</sup> Docket No. ACR2018, Responses of the United States Postal Service to Questions 1-4 of Chairman's Information Request No. 16, February 27, 2019, question 4.a.

<sup>7</sup> Docket No. ACR2018, Postal Regulatory Commission, *Analysis of the Postal Service's FY 2018 Annual Performance Report and FY 2019 Performance Plan*, May 13, 2019, at 63.

- a. Please describe the responses provided in the comment boxes. In the response, please specify the most common actions employees believe would improve their work environment.
- b. Please explain how the Postal Service is using these comments to improve employee engagement in FY 2020.

By the Chairman.

Robert G. Taub